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SAFETY, RESPECT AND DIGNITY FOR ALL

LA SÉCURITÉ, LA DIGNITÉ ET LE RESPECT POUR TOUS

Correctional Service Canada

2013-14

Report on Plans and Priorities

The Honourable Vic Toews, P.C., Q.C., M.P.
Minister of Public Safety

Canada

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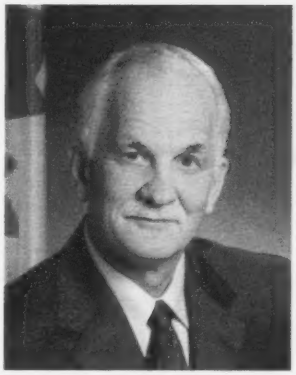
Minister's Message



As Canada's Minister of Public Safety, I am pleased to present to Parliament the Correctional Service of Canada (CSC) *Report on Plans and Priorities* for the 2013-14 fiscal year.

Our Government is committed to ensuring that Canadians can feel safe in their streets and communities. Part of that means ensuring our correctional system actually corrects criminal behavior. We have introduced several measures to do just that. While much focus has been put on offender accountability, we are also taking measures in the area of rehabilitation. We think it is important that prisoners learn real world skills so that they can work and contribute to society once released, often for the first time in their lives.

This report establishes the way forward for the coming fiscal year, outlining the important work that CSC does to help enhance public safety.

The Honourable Vic Toews, P.C., Q.C., M.P.
Minister of Public Safety

Section I: Departmental Overview

1.1 Raison d'être

The Correctional Service of Canada (CSC) contributes to public safety by administering court-imposed sentences for offenders sentenced to two years or more. CSC has a presence in all regions of Canada, managing institutions of various security levels and supervising offenders on different forms of conditional release, while assisting them to become law-abiding citizens. CSC also administers post-sentence supervision of offenders with Long Term Supervision Orders for up to 10 years.

Mission

The Correctional Service of Canada, as part of the criminal justice system and respecting the rule of law, contributes to public safety by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control.

Mandate

The *Corrections and Conditional Release Act* and related regulations provide CSC's legislative mandate for administering court-imposed sentences for offenders sentenced to a term of two years or more.

1.2 Responsibilities

CSC manages institutions for men and women, mental health treatment centres, Aboriginal healing lodges, community correctional centres, and parole offices where offenders under conditional release in the community are supervised.

CSC's daily activities and longer-term goals are all aimed at ensuring that "the custody, correctional interventions, and supervision of offenders, in communities and institutions, contribute to public safety" which is CSC's single strategic outcome. CSC is organized to provide effective correctional services in a fiscally responsible manner at the national, regional and local levels.

CSC continues to adapt to ensure it delivers the most relevant, appropriate and effective interventions to meet the needs of the growing, more complex and diverse offender population under its supervision. CSC also addresses requirements related to offender accommodation and human resources.

1.3 Organizational Information

CSC is led by its Commissioner, who reports to the Minister of Public Safety. The organizational structure of the Service reflects the work of dedicated staff in institutions, parole offices, and communities all across Canada.

CSC employs approximately 18,600 staff and strives to maintain a workforce that reflects Canadian society. CSC personnel include a rich and diverse range of professionals, many of whom have extensive expertise and experience in Corrections.

Commissioner

- Senior Deputy Commissioner

Regions

- Regional Deputy Commissioner Pacific
- Regional Deputy Commissioner Prairies
- Regional Deputy Commissioner Ontario
- Regional Deputy Commissioner Quebec
- Regional Deputy Commissioner Atlantic

National Headquarters

- Deputy Commissioner, Transformation and Renewal
- Assistant Commissioner, Health Services
- Assistant Commissioner, Correctional Operations and Programs
- Assistant Commissioner, Corporate Services
- Assistant Commissioner, Policy
- Assistant Commissioner, Communications and Engagement
- Assistant Commissioner, Human Resource Management
- Deputy Commissioner for Women
- Executive Secretariat
- Internal Audit
- Legal Services

About 84 percent of CSC's workforce work in institutions or in communities, with 41 percent of staff in the Correctional Officer category and 15 percent in the Welfare Programs group that includes Parole and Program Officers.

As well, CSC relies on a variety of other skilled employees, from health professionals to electricians, to operate institutions and community offices and to provide corporate and administrative functions at the local, regional and national levels. CSC also manages regional staff training colleges, five regional headquarters and a national headquarters.

Workforce

Of the approximately 18,600 staff employed by CSC:

- 48.3 percent are women
- 7.1 percent are from visible minority groups
- 4.8 percent are persons with disabilities
- 8.4 percent are Aboriginal

1.4 Operating Environment

CSC's responsibilities include the provision of services across the country in large urban centres with their increasingly diverse populations, in remote Inuit communities across the North, and at all points in between. CSC manages institutions for men and women, mental health treatment centres, Aboriginal healing lodges, community correctional centres and parole offices.

CSC's complex offender population creates challenges, pressures and demands in its operating environment. On an average day during the first nine months of fiscal year 2012-13, CSC was responsible for 15,033 federally incarcerated offenders and 7,726 offenders in the community for an average of 22,759 offenders per day.

CSC encourages offenders to be accountable for their behaviour and rehabilitation by delivering the most relevant, appropriate and effective programs and interventions to meet the needs of the growing, more complex and diverse federal offender population.

CSC constantly assesses and adjusts the allocation of resources to ensure they effectively and efficiently support successful offender rehabilitation. During this planning period, CSC will also be doing its part to support Canada's *Economic Action Plan 2012* by reducing its operating budget by $295.4 million by April 1, 2014. CSC is implementing cost-saving measures that increase offender accountability, achieve administrative efficiencies, and streamline operations and program delivery. These and other related initiatives will better focus resources on key priorities and core mandate, while at the same time ensuring that the organization will continue to deliver strong public safety results for Canadians.

1.5 Strategic Outcome and Program Alignment Architecture (PAA)

CSC's contributions to a safe and secure Canada are well articulated in the organization's single strategic outcome: "The custody, correctional interventions, and supervision of offenders, in communities and institutions contribute to public safety".

To achieve the strategic outcome, offenders are maintained in "Custody" in institutions. Those who become eligible and are granted conditional release are transferred to the community where they are managed under "Community Supervision".[1]

In both institutions and the community, offenders benefit from "Correctional Interventions" to help them change the behaviours that contributed to their criminal activity and so become law-abiding citizens.

Internal Services encompasses all activities and resources that support the organization's program needs, operations and other corporate obligations.

[1] Offenders are released according to various provisions of the *Corrections and Conditional Release Act*. Some offenders are released by law, whereas others are released as a result of the decision-making authority of Parole Board Canada.

The custody, correctional interventions, and supervision of offenders in communities and in institutions, contribute to public safety

1.0 Custody
1.1 Institutional Management and Support
1.2 Institutional Security
1.2.1 Intelligence and Supervision
1.2.2 Drug Interdiction
1.3 Institutional Health Services
1.3.1 Public Health Services
1.3.2 Clinical Health Services
1.3.3 Mental Health Services
1.4 Institutional Services
1.4.1 Food Services
1.4.2 Accommodation Services

2.0 Offender Accountability
2.1 Offender Case Management
2.2 Community Engagement
2.3 Spiritual Services
2.4 Correctional Reintegration Program
2.4.1 Violence Prevention Program
2.4.2 Substance Abuse Program
2.4.3 Family Violence Prevention Program
2.4.4 Sex Offender Program
2.4.5 Maintenance Program
2.4.6 Social Program
2.5 Offender Education
2.6 CORCAN Employment and Employability

3.0 Community
3.1 Community Management and Security
3.2 Community-Based Residential Facilities
3.2.1 Community Residential Facilities
3.2.2 Community Correctional Centres
3.3 Community Health Services

4.0 Internal Services		
4.1 Governance and Management Support	4.2 Resource Management Services	4.3 Asset Management Services
4.1.1 Management and Oversight Services	4.2.1 Human Resource Management	4.3.1 Real Property
4.1.2 Communications	4.2.2 Financial Management	4.3.2 Materiel
4.1.3 Legal	4.2.3 Information Management	4.3.3 Acquisitions
	4.2.4 Information Technology	
	4.2.5 Travel and Other Administrative Services	

Legend:

Strategic Outcome Program Activity
Sub-Activity
Sub Sub-Activity

Figure 1: CSC's Program Alignment Architecture

1.6 Organizational Priorities

CSC's corporate priorities continue to be rooted in the mission and mandate and serve to provide specific focus for the organization's direction, programs and initiatives. As always, they point the organization toward continuously improving its contributions to safety in Canadian communities by helping offenders rehabilitate their lives and relationships.

Priority	Type[2]	Strategic Outcome and Programs
Safe transition to and management of eligible offenders in the community	Ongoing	**Strategic Outcome:** The custody, correctional interventions, and supervision of offenders in communities and institutions, contribute to public safety **Program:** • Correctional Interventions • Community Supervision

Description

CSC continues to focus its efforts on minimizing violent re-offending by offenders returning to the community. In both institutions and communities, offenders are offered interventions in accordance with their correctional plans, developed to address their criminal behaviour and assessed needs, in order to help them become and remain law-abiding citizens.

Plans for meeting this priority

- Increase offender accountability and engagement by monitoring their degree of participation in their correctional plans
- Advance management and community capacity by implementing the *Federal Community Corrections Strategy* to enhance safe reintegration of offenders under supervision in the community
- Explore alternative housing options, where safe and appropriate, with community partners to accommodate a diverse population of offenders in the community

[2] Type is defined as follows: **previously committed to**—committed to in the first or second fiscal year prior to the year of the report; **ongoing**—committed to at least three fiscal years prior to the year of the report; and **new**—newly committed to in the reporting year of the RPP or DPR.

Priority	Type	Strategic Outcome and Programs
Safety and security of staff and offenders in our institutions and in the community	Ongoing	**Strategic Outcome:** The custody, correctional interventions, and supervision of offenders in communities and institutions, contribute to public safety **Program:** • Custody • Correctional Interventions • Community Supervision

Description

CSC is committed to continuing efforts to prevent violent and assaultive behaviour. Safety and security in institutions and the community encompass all activities related to the supervision and management of offenders, as well as practices that ensure the safety and security of staff and the public.

Plans for meeting the priority

- Further develop and implement the *Population Management Strategy* to appropriately respond to present and future offender population requirements
- Improve institutional safety and security by focusing on policies and procedures at principal entrances to protect offenders, staff and members of the public
- Continue to improve new operational procedures to eliminate the entry of illicit materials as well as the trafficking, supply and demand for drugs and contraband in institutions
- Increase offender accountability and engagement by monitoring their degree of participation in their correctional plans
- Explore the use of technology and software to provide community staff members with mobile technology and a safety-alert device to improve staff safety for those who work with offenders in the community

Priority	Type	Strategic Outcome and Programs
Enhanced capacities to provide effective interventions for First Nations, Métis and Inuit offenders	Ongoing	**Strategic Outcome:** The custody, correctional interventions, and supervision of offenders in communities and institutions, contribute to public safety **Program:** • Custody • Correctional Interventions • Community Supervision

Description

CSC continues to focus its efforts on preventing a widening of the gap in correctional results between First Nations, Métis and Inuit offenders, and non-Aboriginal offenders. To help these offenders succeed, CSC will further enhance its capacities to provide effective and culturally appropriate interventions.

Plans for meeting the priority

Continue to enhance culturally relevant services by:

- Continuing implementation of the *Strategic Plan for Aboriginal Corrections*, with a particular focus on:
  - Implementing plans to expand and refine the Aboriginal Continuum of Care
  - Developing and delivering culturally appropriate and relevant training to CSC staff, particularly Aboriginal Case Management
  - Continuing to work with other diverse partners and stakeholders to improve overall results for Aboriginal offenders
- Continuing the five year *Sivuppiak Action Plan* in Ontario, Quebec and Atlantic regions to provide better opportunities for safe reintegration to the Inuit offender population

Priority	Type	Strategic Outcome and Programs
Improved capacities to address mental health needs of offenders	Ongoing	**Strategic Outcome:** The custody, correctional interventions, and supervision of offenders in communities and institutions, contribute to public safety **Program:** • Custody • Correctional Interventions • Community Supervision

Description

CSC focuses on improving correctional results for offenders with mental health disorders. A number of mental health care services are in place that will improve correctional results as well as CSC's capacity to address the mental health needs of federal offenders.

Plans for meeting the priority

- Strengthen the continuum and continuity of specialized mental health support throughout the duration of offenders' sentences to address the mental health needs of the offender population
- Increase collaboration with other jurisdictions to improve inter-jurisdictional communication and mental health services for offenders on supervision in the community

Priority	Type	Strategic Outcome and Programs
Efficient and effective management practices that reflect values-based leadership	Previously committed to	**Strategic Outcome:** The custody, correctional interventions, and supervision of offenders in communities and institutions, contribute to public safety **Program:** • Internal Services

Description

CSC continues to focus on values-based leadership to enhance operational effectiveness and efficiency, better risk assessment and management, and greater flexibility in the organization's ability to deliver operational, administrative and financial results.

Plans for meeting the priority

- Continue to implement CSC's *Strategic Plan for Human Resources Management 2012-13 to 2014-15* to assist staff to adapt to changes related to CSC's contribution to the federal government's *Economic Action Plan 2012*, and to meet recruitment and retention targets
- Advance CSC's multi-year action plan to implement the Treasury Board Policy on Internal Control
- Enhance processes to analyze, monitor and report on CSC's financial situation
- Enhance values and ethics in CSC by continuing to implement multi-year work plans, including actions approved to address the findings of the ethical climate survey completed in 2012

Priority	Type	Strategic Outcome and Programs
Productive relationships with increasingly diverse partners, stakeholders, and others involved in public safety	Ongoing	**Strategic Outcome:** The custody, correctional interventions, and supervision of offenders in communities and institutions, contribute to public safety **Program:** • Custody • Correctional Interventions • Community Supervision

Description

CSC recognizes the important role that diverse partners play in helping the organization achieve positive correctional results. CSC will focus on strengthening existing partnerships and relationships, and developing new ones.

Plans for meeting the priority

- Strengthen relationships and community engagement with partners and stakeholders at local and national levels to enhance their necessary contribution to the safe reintegration of offenders into Canadian communities
- Continue to provide services to victims of crime, such as information sharing and awareness building to validate and support victims. These activities have been enhanced by recent legislative changes and by the work of a national and some regional victim advisory councils
- Continue CSC's ongoing working relationship with police for intelligence sharing and investigations related to security threat groups

1.7 Correctional Partners

CSC recognizes and acknowledges the value of its traditional and non-traditional partners who are involved in the delivery of essential services to assist in the successful reintegration of offenders. CSC focuses on continuing to build and develop new partnerships and interconnectedness with Canadian communities.

CSC benefits from the contributions of nearly 9,000 volunteers active in institutions and in the community. They are essential contributors to public safety as they support the work of CSC staff, and the liaison between the community and the offender. CSC volunteers are involved in activities ranging from facilitating events to providing support to offenders and communities, including tutoring, social and cultural events, and faith-based services. CSC also engages volunteer Citizen Advisory Committees at the local, regional and national levels to provide citizen feedback on CSC policies and practices.

1.8 Risk Analysis

The accurate identification and effective management of risk is key to identifying corporate priorities and is fundamental to achieving expected results. Risk management is a central part of daily business at all areas of CSC's large, decentralized and complex work environment. The most senior levels of management oversee high-level risks, while medium and lower levels of risk are managed by operational managers and staff.

Challenges that impact corrections include the ever-increasing complexities in the offender profile, more offenders with extensive histories of violence and violent crimes, previous youth and adult convictions, more affiliations with gangs and organized crime, serious mental health disorders, higher rates of infection of Hepatitis C and Human Immunodeficiency Virus (HIV), the increasing number of women offenders in federal custody, the disproportionate representation of First Nations, Métis and Inuit, and operational impacts of new legislation and government cost reduction measures. CSC continues to take proactive action to mitigate potential risks to ensure delivery of core business that contributes to public safety.

CORPORATE RISK PROFILE		
	CORPORATE RISKS	**KEY MITIGATION STRATEGIES**
1	CSC will not be able to respond to the complex and diverse offender population in a consistent and integrated way (This risk links to the priorities on safe transition, interventions for First Nations, and capacities to address mental health needs)	Further develop and implement the *Population Management Strategy* to appropriately respond to present and future offender population requirements
		Continue implementing the *Strategic Plan for Aboriginal Corrections*
		Continue to implement key aspects of the *Mental Health Strategy*
2	CSC will not be able to maintain required levels of operational safety and security (This risk links to the priorities on safety and security, and safe transition)	Further develop and implement the *Population Management Strategy* to effectively and efficiently manage the inmate population
		Maintain, evaluate, update and implement as required, emergency management plans: security, business continuity, and contingency
		Fully implement the *National Gang Strategy* and its ongoing revisions to address changes in security threat group dynamics and risks
3	CSC will not be able to manage significant change related to transformation, legislative changes, and reduced budgets (This risk links to the priority on effective and efficient values-based management)	Implement CSC's *Strategic Plan for Human Resources Management 2012-13 to 2014-15*
		Implement CSC's response to the government's *Economic Action Plan 2012*
		Support staff through the implementation of the *Values, Integrity and Conflict Management (VICM) Five-Year Strategic Plan*
4	CSC will lose support of partners who are delivering critical services and resources to released offenders (This risk links to the priority on productive relationships with partners)	Implement the *Framework for Action* associated with the *Federal Community Correction Strategy* to engage criminal justice partners and to help expand networks
		Increase use of technological communications to maintain engagement with citizen advisory groups, victim services and other partners
		Increase volunteer involvement with faith- based organizations to enhance and sustain offender support opportunities
5	CSC will not be able to sustain results related to violent re-offending (This risk links to the priorities on safe transition, and safety and security)	Implement the *Federal Community Corrections Strategy*
		Ensure measures are in place that strengthen offender accountability and motivate offenders to participate in their correctional plans
		Increase the number of early identifications of needs and program enrolments for violent offenders, and provide follow-up and maintenance programs

These risks guide decision-making, as well as audit, evaluation and research planning. This robust structure and integrated approach ensure that CSC is well positioned to handle any risk-related challenges that may arise, without compromising its operations or the public safety of Canadians.

1.9 Planning Summary

CSC has taken a proactive and comprehensive approach to planning for fiscal year 2013-14. As a result, it is well positioned to manage its commitment to fiscal responsibility and its contribution to the safety and security of Canadian citizens, while remaining focused on its mission, mandate, and values. CSC's plans and strategies in the coming three years are concentrated in core areas of correctional responsibility and operations, meeting its corporate priorities, entrenching and building on its transformation themes, and identifying and mitigating key areas of risk.

TRANSFORMATION THEMES

1. Enhancing offender accountability
2. Eliminating drugs in institutions
3. Enhancing correctional programs and employment skills of offenders
4. Modernizing physical infrastructure
5. Strengthening community corrections

The organization will continue to examine and adjust plans, keeping them commensurate with actual inmate population growth. CSC remains prepared to respond to any changes that may arise during this planning period.

CSC developed and will continue to implement a full range of new and/or revised correctional interventions designed to address specific criminal risk areas, increase offender accountability, and stop access to contraband, including illicit drugs, inside institutions.

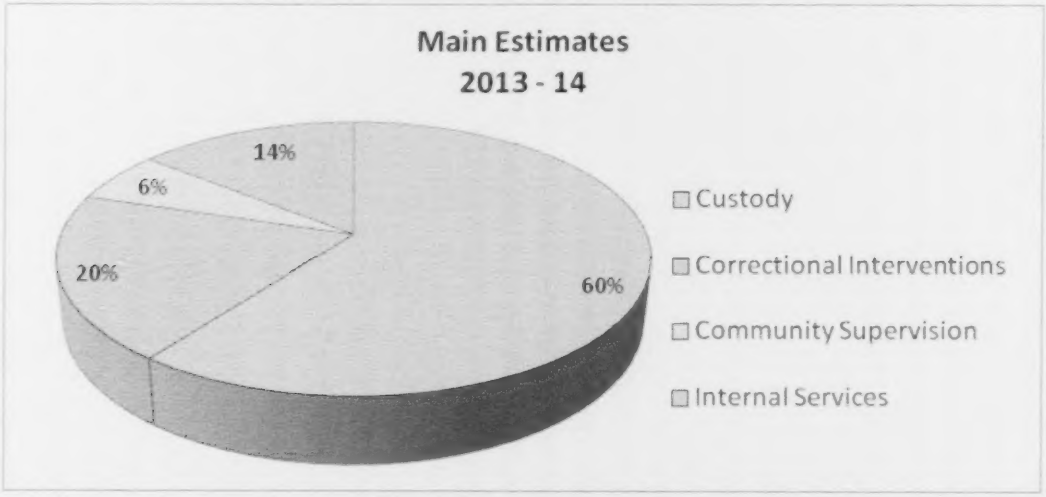
Over the next three fiscal years, CSC will continue to operate a program of international development that supports Canadian foreign policy priorities and contributes to the security of Canadians and Canadian interests at home and abroad. This includes establishing bilateral relations with international jurisdictions to advance correctional reform as part of an integrated security system based on international standards and the rule of law. CSC will achieve this through focused international visits, information-sharing and technical assistance.

CSC will continue to manage the challenges associated with recruiting and retaining staff related to the government-wide ageing workforce. In addition to maintaining a fully-functioning correctional service delivery system while instituting the government's cost-saving measures, CSC is working to attract, recruit and retain the best and brightest people in order to maintain a dedicated and skilled workforce now and in the future.

Approximately 60 percent of CSC's 2013-14 Annual Reference Level[3] will be dedicated to the provision of care and custody for offenders in institutions, which includes fixed

[3] The Annual Reference Level is the funding available to CSC for each year as approved by Treasury Board.

and semi-fixed costs for security systems, salaries for correctional staff, facilities maintenance, health services, food services and capital. Approximately 20 percent will be allocated to correctional interventions, which includes case management and offender programs. Six percent will be dedicated to community supervision, which includes community-based residential facilities and community-based health services. The remaining 14 percent will be allocated to support enabling services and interactions.



Planning Summary Tables: Strategic Outcome and Programs

In this planning period, CSC will continue to place a high priority on measuring its performance in a meaningful way, by examining prevalent issues and efficiencies against effectiveness of outcomes.

Financial Resources (Planned Spending — $ millions)

Total Budgetary Expenditures (Main Estimates) 2013-14	Planned Spending 2013–14	Planned Spending 2014–15	Planned Spending 2015–16
$2,597.6	$2,597.6	$2,354.1	$2,342.6

Human Resources (Full-Time Equivalents—FTE)

2013–14	2014–15	2015–16
19,023	18,230	18,200

Planning Summary Table ($ millions)

Strategic Outcome: The custody, correctional interventions, and supervision of offenders in communities and institutions, contribute to public safety.

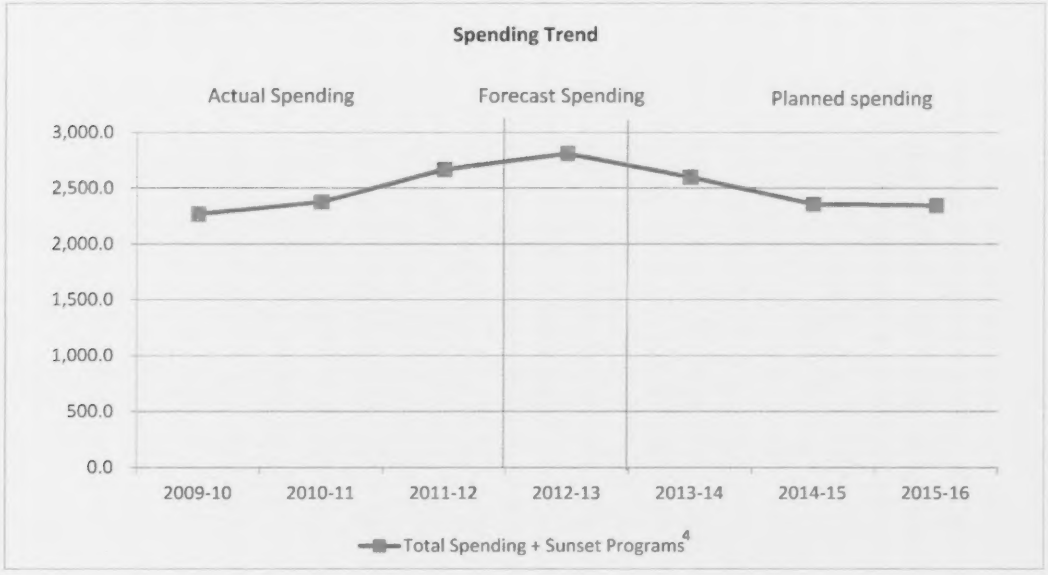
Program	Actual Spending 2010–11	Actual Spending 2011–12	Forecast Spending 2012–13	Planned Spending			Alignment to Government of Canada Outcomes
				2013–14	2014–15	2015–16	
Custody	1,478.5	1,650.1	1,708.4	1,564.5	1,378.2	1,386.9	Safe and Secure Canada
Correctional Interventions	410.1	515.4	521.6	507.2	505.5	504.9	Safe and Secure Canada
Community Supervision	102.7	112.4	161.5	157.1	152.3	152.1	Safe and Secure Canada
Sub –Total	**1,991.3**	**2,277.9**	**2,391.5**	**2,228.8**	**2,036.0**	**2,043.9**	

Planning Summary Table for Internal Services ($ millions)

Program	Actual Spending 2010-11	Actual Spending 2011-12	Forecast Spending 2012-13	Planned Spending		
				2013-14	2014-15	2015-16
Internal Services	383.7	389.0	416.7	368.8	318.1	298.7

Strategic Outcome Programs, and Internal Services	Actual Spending 2010-11	Actual Spending 2011-12	Forecast Spending 2012-13	Planned Spending		
				2013-14	2014-15	2015-16
Total	2,375.0	2,666.9	2,808.2	2,597.6	2,354.1	2,342.6

1.10 Expenditure Profile



The above profile illustrates CSC's actual spending for the last three years, forecasted spending for 2012-13 and planned spending for the upcoming three years.

1.11 Estimates by Vote

For information on our organizational appropriations, please see the *2013–14 Main Estimates* publication.

1.12 Contribution to the Federal Sustainable Development Strategy

Although CSC is not required to be part of the Federal Sustainable Development Strategy, the organization has developed its own sustainable development strategy for 2013-14 to 2014-15, and will continue to report progress in future departmental performance reports.

1.13 Gender and Diversity-Based Analysis

Status of Women Canada presented its *Gender-Based Analysis Action Plan* in 2009 to the Standing Committee on Public Accounts and the Office of the Auditor General. CSC is one of the government departments participating in the third phase of the government-wide implementation of this action plan.

[4] The only sunset initiative over this timeframe is approximately $1M for the Federal Contaminated Sites Action Plan that will end in fiscal year 2014-2015.

Since its initial presentation, this initiative has been renamed Gender-Based Analysis +; the "+" represents factors such as age, education, language, geography, culture and income.

CSC has been assessing its policies, programs and interventions using a gender, cultural and social lens for many years. This is evidenced in its targeted services to women offenders, Aboriginal and ethnocultural offenders as well as those suffering with mental health issues and various socio-economic factors.

In order to formalize a rigorous assessment process, CSC plans to include in its policy framework a gender and diversity checklist against which it will review all policies and programs. This will further enhance the Service's interventions with offenders as well as its efforts to attract, hire and retain a workforce that is diverse and reflective of Canadian society. In doing so, CSC will contribute to this very important government-wide initiative.

Section II: Analysis of Program by Strategic Outcome

2.1 Strategic Outcome

CSC's Strategic Outcome is: **"The custody, correctional interventions, and supervision of offenders in communities and in institutions, contribute to public safety."** CSC will achieve its Strategic Outcome by implementing a full spectrum of plans and initiatives in its three operational program areas: custody, correctional interventions, community supervision, and in the organizational supporting program: internal services. CSC's effectiveness and efficiencies in managing these areas provide the foundation for its public safety results.

2.1.1 Program 1.0: Custody

CSC provides offenders with reasonable, safe, secure and humane custody while they are serving their sentences. This program includes providing for the day-to-day needs of offenders, including health and safety, food, clothing, mental health services, and physical health care. It also includes security measures within institutions such as drug interdiction, and appropriate control practices to prevent incidents.

Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates) 2013-14	Planned Spending 2013–14	Planned Spending 2014–15	Planned Spending 2015–16
1,564.5	1,564.5	1,378.2	1,386.9

Human Resources (Full-Time Equivalent—FTEs)

2013–14	2014–15	2015–16
10,990	10,425	10,417

This section includes OPY performance targets. The methodology for deriving these targets can be found in Section 4.2 on page 39, or can be accessed at Methodology for the Report on Plans and Priorities Targets.

Program Expected Results **1.0 Custody**	**Performance Indicators**	**Target Zones**
CSC manages the custody of offenders in institutions in a safe, secure and humane manner.	Rate of serious security incidents in federal institutions	0 – 0.80 OPY
	Rate of minor-moderate security incidents in federal institutions	0 – 13.8 OPY
	Rate of non-natural offender deaths in custody	0 – 0.122 OPY
Sub-program Expected Results **1.1 Institutional Management and Support**	**Performance Indicators**	**Target Zones**
Institutional management is compliant with policy and law.	Percentage of upheld inmate grievances	13.0 – 15.5%
	Rate of serious safety incidents in federal institutions	0 – 0.40 OPY
	Rate of minor / moderate safety incidents in federal institutions	0 – 8.3 OPY
Sub-program Expected Results **1.2 Institutional Security**	**Performance Indicators**	**Target Zones**
Institutions are safe and secure.	Rate of security-related deaths (murder, use of force, unknown causes, awaiting Coroner's Report)	0 – 0.024 OPY
	Rate of escapes from federal custody	0 – 0.188 OPY
	Percentage of undesirable urinalysis results	15.1% (MARKER[5] - 3 year average)

[5] Markers are used rather than targets based on benchmarks when there is not yet sufficient data to establish a true benchmark.

Sub-sub-program Expected Results	Performance Indicators	Target Zones
1.2.1 Intelligence and Supervision Activities that threaten the safety and security of institutions are managed.	Rate of involuntary transfers	11.1 – 11.5 OPY
	Rate of Serious Institutional Charges	57.2 – 61.3 OPY
	Involuntary segregation Offender Person Years as a percentage of total institutional Offender Person Years	4.82 – 5.16%
1.2.2 Drug Interdiction Drug interdiction activities contribute to successful completion of offenders' correctional plans.	Rate of deaths by overdose in federal institutions	0 – 0.01 OPY
	Rate of serious drug-related incidents	0 – 0.32 OPY
	Rate of minor/ moderate drug-related incidents	0 – 21.4 OPY

Sub-program Expected Results **1.3 Institutional Health Services**	Performance Indicators	Target Zones
Health services are available to all offenders in institutions in accordance with professionally accepted standards.	Maintain Health Services Accreditation	Accreditation
	Percentage of offenders identified by Computerized Mental Health Screening System (COMHISS) who receive a follow-up	Not less than 72%
	Offenders receiving institutional mental health services	32%

Sub-sub-program Expected Results	Performance Indicators	Target Zones
1.3.1 Public Health Services Public health services are available to all offenders in institutions in accordance with professionally accepted standards.	Percentage of new Warrants of Committal voluntarily tested at reception for HIV / Hepatitis C Virus / Tuberculosis by Region	Testing not to be less than: a. HIV 62.8% b. HCV 59.3% c. TB 70.7%
	Percentage of new Warrants of Committal who attended Reception Awareness Program at admission by Region	Not less than 68.4% (MARKER)

Sub-sub-program Expected Results	Performance Indicators	Target Zones
1.3.2 Clinical Health Services Clinical health services are available to all offenders in institutions in accordance with professionally accepted standards.	Percentage of newly admitted offenders receiving nursing assessment within 24 hours of initial reception	94%
	Percentage of offenders receiving comprehensive nursing assessment within 14 days of admission to Correctional Service of Canada	75% (MARKER)
1.3.3 Mental Health Services Mental health services are available to offenders in institutions in accordance with professionally accepted standards.	Percentage of newly admitted offenders screened by Computerized Mental Health Screening System within prescribed timeframes	66%
	Percentage of target staff trained in mental health awareness	90%
Sub-program Expected Results **1.4 Institutional Services**	**Performance Indicators**	**Target Zones**
Inmates are provided safe, secure and humane living conditions.	Percentage of upheld grievances related to food services	17.8 – 24.6%
	Percentage of upheld grievances related to accommodation services	5.8 – 13.5%
Sub-sub-program Expected Results	**Performance Indicators**	**Target Zones**
1.4.1 Food Services Inmates' dietary needs are met in accordance with the Canada food guide.	Rate of positive health inspections by external health inspectors	91%
	Rate of compliance with menus meeting Canada's Food Guide and Dietary Reference Intakes	Maintain or improve benchmark levels based on 2010-2011 results.
1.4.2 Accommodation Services Inmates are provided safe and clean living and working environments.	Rate of section 127/128[6] complaints upheld with a ruling of danger by Human Resources and Skills Development Canada related to accommodation services	Less than 5%

[6] Sections 127 and 128 of the *Canada Labour Code*

Planning Highlights - Custody

To achieve expected results, during this planning period, CSC will:

- Continue to implement CSC's *Population Management Strategy* to enhance results and accountability as its primary goals
- Improve institutional safety and security by focusing on policies and procedures at principal entrances to protect offenders, staff and members of the public
- Introduce new operational procedures to eliminate the entry of illicit materials as well as the trafficking, supply and demand for drugs and contraband in institutions to further the government's commitment to drug free penitentiaries
- Strengthen the continuum and continuity of specialized mental health support throughout the duration of offenders' sentences to address the mental health needs of the offender population
- Continue CSC's ongoing working relationship with police for intelligence sharing and investigations related to security threat groups

Contribute to the government's *Economic Action Plan 2012* by:

- Closing three federal correctional institutions (Kingston Penitentiary and the Ontario Regional Treatment Centre, in Kingston, Ontario; and Leclerc Institution in Laval, Quebec) while ensuring safety and security of staff and inmates
- Modernizing food services preparation and delivery
- Streamlining the procurement and lifecycle of equipment

2.1.2 Program 2.0: Correctional Interventions

CSC undertakes a comprehensive assessment of all offenders to identify their risks and needs when they enter federal custody. Based on that assessment, a correctional plan is developed for each offender through which CSC provides programs and education, as well as employment-skills training and employment opportunities in both institutions and communities to help bring positive changes in behaviour that will help offenders successfully reintegrate. These interventions serve to address and resolve problems directly related to offenders' criminal behaviour that, if not addressed, would interfere with their ability to function as law-abiding members of society. As part of its ongoing transformation effort, CSC monitors offenders' level of accountability for achieving goals set in their correctional plans.

Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates) 2013-14	Planned Spending 2013–14	Planned Spending 2014–15	Planned Spending 2015–16
507.2	507.2	505.5	504.9

Human Resources (Full-Time Equivalent—FTE)

2013–14	2014–15	2015–16
4,710	4,656	4,648

This section includes OPY performance targets. The methodology for deriving these targets can be found in Section 4.2 on page 39, or can be accessed at Methodology for the Report on Plans and Priorities Targets.

Program Expected Results 2.0 Correctional Interventions	**Performance Indicators**	**Target Zones**
Offender risks and needs are identified and addressed with targeted correctional interventions.	Percentage of sentence served prior to first release	56.4 – 60.8%
	Percentage of offenders with an identified need who complete a nationally recognized correctional program prior to Full Parole Eligibility Date	56.6 – 61.9%
	Percentage of offenders with an identified need who complete a nationally recognized correctional program prior to Warrant Expiry Date	90.1 – 90.6%
Sub-program Expected Results 2.1 Offender Case Management	**Performance Indicators**	**Target Zones**
The accurate assessment of risk and supervision of offenders contributes to a reduction in crime.	Percentage of initial penitentiary placements uninterrupted	94.7 – 95.1%
	Percentage of successful transfers to lower security	95.5 – 96.3%
	Percentage of discretionary releases	44.4 – 47.5%
Sub-program Expected Results 2.2 Community Engagement	**Performance Indicators**	**Target Zones**
The involvement of the public contributes to the offender reintegration process.	Number of Canadians engaged through initiatives funded under the Community Forum Program and the Outreach Fund[7]	2,100
	Number of operational units which engage citizens to provide advice, promote volunteer involvement, act as impartial observers, provide feedback and liaise with partners and stakeholders	96
	Percentage of offenders with registered victims	17% (MARKER) - results as at March 31, 2011

[7] The Community Forum Program has been cancelled related to CSC's contribution to Canada's *Economic Action Plan 2012*. CSC will continue to provide data on the Outreach Fund.

Sub-program Expected Results 2.3 Spiritual Services	Performance Indicators	Target Zones
Offenders have access to spiritual services.	Rate of compliance with established standards for spiritual services	86/86 Full Time Equivalent
	Number of contacts (mostly in person) with inmates/employees	Institutional Chaplains: 152,000 contacts with offenders and 50,000 with staff; Community Chaplains: 15,050 contacts with offenders
	Numbers of activities and/or hours in which volunteers are engaged	Institutional Chaplains: 23,050 activities Community Chaplains: 17,075 hours Circles of Support and Accountability: 41,500 hours (MARKER)

Sub-program Expected Results 2.4 Correctional Reintegration Programs	Performance Indicators	Target Zones[8]
Participation in Correctional Reintegration Programs contributes to the offender reintegration process.	Median time to first enrolment in a nationally recognized institutional correctional program	160 – 187 days
	Median time to first enrolment in a nationally recognized community-based correctional program	42 – 43 days
	Nationally recognized correctional program completions	80.2 – 83.5%

[8] Performance targets for the indicators at *2.4 Correctional Reintegration Programs* are applicable only for those offenders serving sentences of four years or less.

Sub-sub-program Expected Results	Performance Indicators	Target Zones
2.4.1 Violence Prevention Program Completion of Violence Prevention Programs contributes to reduced crime, including violent crime.	Percentage of offenders with an identified need for violence prevention programming who complete prior to full parole eligibility date	32.6 – 47.8%
	Percentage of offenders with an identified need for violence prevention programming who complete prior to Warrant Expiry Date	75.9 – 80.5%
2.4.2 Substance Abuse Program Completion of Substance Abuse Programs contributes to reduced crime, including violent crime.	Percentage of offenders with an identified need for substance abuse programming who complete prior to full parole eligibility date	47.8 – 52.2%
	Percentage of offenders with an identified need for substance abuse programming who complete prior to Warrant Expiry Date	74.1 – 79.2%
2.4.3 Family Violence Prevention Program Completion of Family Violence Prevention Programs contributes to reduced crime, including violent crime.	Percentage of offenders with an identified need for family violence programming who complete prior to full parole eligibility date	23.5 – 42.7%
	Percentage of offenders with an identified need for family violence programming who complete prior to Warrant Expiry Date	58.9 – 66.5%
2.4.4 Sex Offender Program Completion of Sex Offender Programs contributes to reduced crime, including violent crime.	Percentage of offenders with an identified need for sex offender programming who complete prior to full parole eligibility date	27.3 – 34.1%
	Percentage of offenders with an identified need for sex offender programming who complete prior to Warrant Expiry Date	82.9 – 83.7%
2.4.5 Maintenance Program Completion of Community Maintenance Programs contributes to reduced crime, including violent crime.	Community Maintenance Program completions	55.0 – 65.6%
2.4.6 Social Program Participation in social (recreation) programs contributes to the offender reintegration process.	Number of Community Integration Programs delivered	35 (MARKER – 3 year average)

Sub-program Expected Results 2.5 Offender Education	Performance Indicators	Target Zones
Education programs contribute to the rehabilitation and reintegration of offenders.	Percentage of offenders with an identified education need who upgrade their education prior to Full Parole Eligibility Date	30.5 – 36.4%
	Percentage of offenders with an identified education need who upgrade their education prior to Warrant Expiry Date	41.3 – 49.4%
Sub-program Expected Results 2.6 CORCAN Employment and Employability	**Performance Indicators**	**Target Zones**
Offenders have the employment skills to meet labour markets and obtain employment upon release from institutions.	Percentage of offenders with an identified employment need who complete vocational training prior to Full Parole Eligibility Date	36.5 – 40.7%
	Percentage of offenders with an identified employment need who secure employment in the community prior to Warrant Expiry Date	64.9 – 67.6%

Planning Highlights – Correctional Interventions

To achieve expected results during this planning period, CSC will:

- Monitor how well offenders engage and actively participate in attaining their correctional plans to increase and measure offender accountability
- Strengthen relationships and community engagement with partners and stakeholders at local and national levels to maintain their necessary contribution to the safe reintegration of offenders into Canadian communities, and develop new partnerships with traditional and non-traditional partners
- Continue to provide services to victims of crime, such as information-sharing and awareness-building to validate and support victims
- Continue to implement the *Strategic Plan for Aboriginal Corrections*
- Continue to implement culturally-relevant services through the implementation of the five year *Sivuppiak Action Plan* in Ontario, Quebec and Atlantic regions to provide better opportunities for safe reintegration to the Inuit offender population
- Continue the focus on and use of pathways units as a key culturally-based environment for all security levels
- Conduct a comprehensive review of the *Integrated Correctional Program Model* Pilot to determine if this program model should be implemented nationally in CSC

Contribute to the government's *Economic Action Plan 2012* by:

- Increasing offender accountability
- Streamlining case management in institutions and administration of programs

2.1.3 Program 3.0: Community Supervision

Eligible offenders are safely reintegrated into communities under staff supervision from release to warrant expiry. Where necessary, they are provided housing, health services, correctional programs and employment assistance, and other services to promote public safety.

Offenders who return to communities on conditional release receive guidance and assistance in fully implementing their correctional plans and reaching the end of their sentences without further infractions of the law. The supervision CSC provides in the community includes monitoring the stability of those who may have a substance abuse problem.

Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates) 2013-14	Planned Spending 2013–14	Planned Spending 2014–15	Planned Spending 2015–16
157.1	157.1	152.3	152.1

Human Resources (Full-Time Equivalent—FTE)

2013–14	2014–15	2015–16
207	169	169

This section includes OPY performance targets. The methodology for deriving these targets can be found in Section 4.2 on page 39, or can be accessed at Methodology for the Report on Plans and Priorities Targets.

Program Expected Results **3.0 Community Supervision**	**Performance Indicators**	**Target Zones**
Offenders are reintegrated into the community as law-abiding citizens while under supervision.	Percentage of offenders on conditional release successfully reaching Warrant Expiry Date without re-offending (no revocation, charge or conviction)	47.75 – 53.6%
	Rate of offenders under community supervision who incur new convictions for violent offences	0 – 3.0 OPY
	Community Employment Offender Person Years[9]	58.9 – 61.2 %
Sub-program Expected Results **3.1 Community Management and Security**	**Performance Indicators**	**Target Zones**
Community management is compliant with policy and law.	Rate of offenders under community supervision who incur new convictions	13.8 – 16.4 OPY
	Percentage of positive urinalysis	11.3% (MARKER - 3 year average)
Sub-program Expected Results **3.2 Community-based residential facilities**	**Performance Indicators**	**Target Zones**
Community-based residential facilities* provide supervised and supportive accommodation that supports safe reintegration. * Includes Community Residential Facilities and Community Correctional Centres	Percentage of successful residency supervision periods (no revocations, sensational incidents, charges or convictions) – community-based residential facilities	43.9 – 47.0%
	Percentage of residency – community-based residential facilities	28.1% (MARKER – 3 year average)

[9] The data represent the total time spent employed in the community for those offenders with an identified intake employment need relative to the total time spent in the community for offenders available for work with an identified intake employment need (expressed as a percentage).

Sub-sub-program Expected Results	Performance Indicators	Target Zones
3.2.1 Community Residential Facilities Offenders with residency conditions have appropriate supervision and housing in the community.	Percentage of successful residency supervision periods (no revocations, sensational incidents, charges or convictions) - Community Residential Facilities	40.7 – 45.5%
	Number of fail to return / walkaways among offenders residing in Community Residential Facilities	687 (MARKER – 3 year average)
3.2.2 Community Correctional Centres Higher risk offenders have appropriate levels of supervision and housing while on conditional release with a residency condition.	Percentage of successful residency supervision periods (no revocations, sensational incidents, charges or convictions) – Community Correctional Centres	36.1 – 40.9%
	Rate of fail to return / walkaways among offenders residing in Community Correctional Centres	119 – 124 OPY
Sub-program Expected Results **3.3 Community Health Services**	**Performance Indicators**	**Target Zones**
Mental health services are available to offenders in the community in accordance with professionally accepted standards.	Offenders receiving community mental health services	22%

Planning Highlights - Community Supervision

To achieve expected results during this planning period, CSC will:

- Advance management and community capacity by implementing the *Federal Community Corrections Strategy* to enhance safe reintegration of offenders under supervision in the community
- Explore the use of technology and software to provide community staff members with mobile technology and a safety-alert device to protect staff who work with offenders in the community
- Explore alternative housing options with community partners to accommodate a diverse population of offenders in the community
- Increase collaboration with other jurisdictions to improve inter-jurisdictional communication and mental health services for offenders on supervision in the community

- Implement the expanded, multi-year pilot of electronic monitoring to assess the technology's capacity as a useful tool in community operations

Contribute to the government's *Economic Action Plan 2012* by:

- Streamlining case management in the community

2.1.4 Program 4.0: Internal Services

Internal Services support and enable the effective and efficient delivery of operational programs and activities, and facilitate the department's responding to corporate obligations from central agencies and Parliament.

Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates) 2013-14	Planned Spending 2013–14	Planned Spending 2014–15	Planned Spending 2015–16
368.8	368.8	318.1	298.7

Human Resources (Full-Time Equivalent—FTE)

2013–14	2014–15	2015–16
3,116	2,980	2,966

Planning Highlights - Internal Services

To achieve expected results during this planning period, CSC will:

- Implement CSC's *Strategic Plan for Human Resources Management 2012-13 to 2014-15* to assist staff to adapt to changes related to CSC's contribution to the federal government's *Economic Action Plan 2012*, and to meet recruitment and retention targets
- Advance CSC's multi-year action plan to implement the Treasury Board Policy on Internal Control
- Enhance processes to analyze, monitor and report on CSC's financial situation
- Continue to elaborate a plan for an electronic document records-management solution
- Work with Shared Services Canada to assure information technology service delivery for CSC
- Deploy Common Enterprise Desktop 3
- Continue to enhance values and ethics in CSC through actions that address the findings of the ethical climate survey completed in 2012

- Implement the *Five-Year Evaluation Plan (2012-2013 to 2016-2017)* to assist senior management in effective and efficient decision making
- Execute the *Three-Year Risk-Based Audit Plan* to contribute to strengthened governance, risk management and internal control

Contribute to the government's *Economic Action Plan 2012* by:

- Streamlining correctional headquarters
- Centralizing financial operations
- Closing the Addiction Research Center in P.E.I

Section III: Supplementary Information

3.1 Financial Highlights

The future-oriented financial highlights presented within this *Report on Plans and Priorities* serve as a general overview of CSC's operations. These future-oriented financial highlights are prepared on an accrual basis to strengthen accountability and improve transparency and financial management.

CSC's 2013-14 planned expenses are projected to be $2,630 million. These expenses include planned spending presented in this *Report on Plans and Priorities* and also include expenses such as amortization, services provided without charge and accrued employee future benefits. CSC's future-oriented revenues are projected to be $57 million in 2013-14. Revenues are primarily generated by the CORCAN revolving fund. More detailed information on projected expenses and revenues can be found in the detailed future-oriented statement of operations at: http://www.csc-scc.gc.ca/text/pblct/finance/foso-2013-14-eng.shtml .

Future-Oriented Condensed Statement of Operations and Organizational Net Financial Position

For the Year (Ended March 31)
($ millions)

	$ Change	Estimated Results 2012-13	Planned Results 2013-14
Total expenses	($125)	$2,755	$2,630
Total revenues	$3	$54	$57
Net cost of operations before government funding and transfers	($128)	$2,701	$2,573
Organizational net financial position	**$297**	**$1,610**	**$1,907**

Future-oriented Condensed Statement of Financial Position

For the Year (Ended March 31)

($ millions)

	$ Change	Estimated Results 2012-13	Planned Results 2013-14
Total net liabilities	($182)	$565	$383
Total net financial assets	($27)	$275	$248
Organizational net debt	($155)	$290	$135
Total non-financial assets	$142	$1,900	$2,042
Organizational net financial position	**$297**	**$1,610**	**$1,907**

3.2 Supplementary Information Tables

All electronic supplementary information tables found in the 2013–14 *Report on Plans and Priorities* can be found on the Correctional Service Canada web site at:

- Sources of Respendable and Non-Respendable Revenue
- Summary of Capital Spending by Program
- User Fees
- Revolving Fund – CORCAN
- Disclosure of Transfer Payment Programs under $5 million
- Internal Audits and Evaluations 2012-13 – 2014-15

Section IV: Other Items of Interest

4.1 Organizational Contact Information

Correctional Service of Canada web site: www.csc-scc.gc.ca

CSC Contact:

340 Laurier Avenue West
Ottawa, Ontario
K1A 0P9
Email: info@csc-scc.gc.ca

4.2 Methodology for Performance Targets

http://www.csc-scc.gc.ca/text/pblct/rpp/rpp2012-13/rpp-ind-eng.shtml

EXECUTIVE SUMMARY

As mandated by the Treasury Board Secretariat (as part of the Management Accountability Framework (MAF) and Management Resources and Results Structure (MRRS) policy), government departments are required to ensure that performance objectives are related to public purpose and overall government priorities and further be associated with actions to achieve results, taking into consideration both past and future realities. Performance information should facilitate comparisons with other benchmarks and industry or government norms and standards and data sources, frequency of data collection and performance targets should then be articulated for all performance indicators. This information must be clear, relevant, credible and balanced.

CSC has developed a Performance Measurement Framework (PMF) associated with the Program Alignment Architecture (PAA) that includes internal benchmarking and forecasting techniques in order to meet these requirements. Internal benchmarks are derived from 10 years of historical performance information. The methodology identifies the median or middle value of the data and sets 3 ranges of performance around this value, with 50% of the observable data associated within the middle band (or 'usual' performance zone). Data outside this band are considered either higher or lower than usual. The performance bands are color-coded for ease of interpretation, as follows:

- **Quartile 4 (Red):** Poor Performance Zone
- **Quartile 3 (Yellow / Red Hatch):** Usual Performance Zone*
- **Quartile 2 (Yellow):** Usual Performance Zone
- **Quartile 1 (Green):** Best Performance Zone

* ***Note:*** ***The middle performance zone incorporates quartiles 2 and 3 (or 50% of the data). While both quartiles fall within the 'usual' performance range, they are separated to delineate proximity to the poor and best performance ranges. In effect, quartile 3 serves as a sort of 'caution' zone.***

REPORT ON PLANS AND PRIORITIES: BENCHMARKING AND FORECASTING METHODS

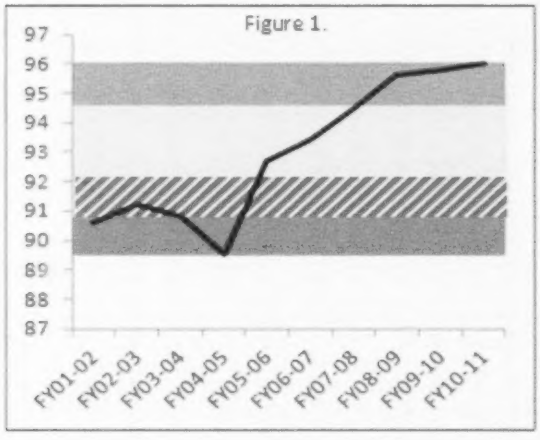
Benchmarking Techniques

The preferred method of benchmarking and the development of performance zones uses the median or middle value, at which 50% of the data is above the value and the other 50% is below. There are several advantages to using the median: it reduces the impact of outlying data and skewed data, especially when there are only a few data points; it is often a better indicator of where the true "middle" performance lies than the mean, although is still susceptible to extreme outliers. The median value will be the CSC benchmark with three performance zones developed around it:

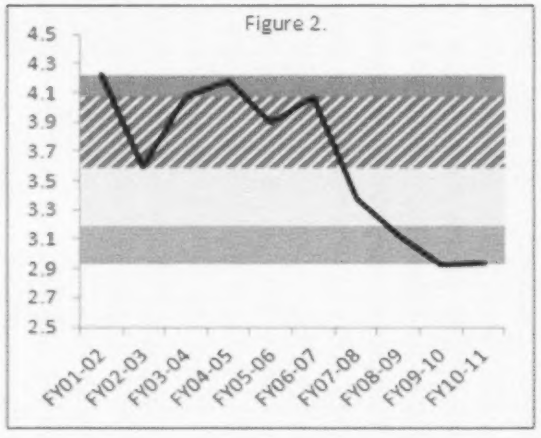
- Usual performance band - covers the middle 50% of observed data (25th up to the75th percentile). Data outside this band are considered either higher or lower than usual. For ease of interpretation, usual performance is denoted by the colours yellow (usual) and hatched yellow (usual-caution);
- Better performance than usual - will either represent the lowest or highest 25% of the data. This performance zone is green;
- Worse performance than usual - will either represent the lowest or highest 25% of the data. The performance zone is red.

Whether performance outside of the usual band will be considered worse or better depends on the indicator being examined.

Example 1. Percentage of Initial Placements Completed on Time (figure 1)



Example 2. Rate of Violent Institutional Incidents (figure 2)



In the case of the percentage of initial assessments completed on time, the upper-most band indicates higher/better performance than usual (i.e., more assessments completed); whereas in the case of rate of violent institutional incidents, the lower band indicates better than usual performance (i.e., fewer institutional incidents).

It is important to note that the upper and lower performance zones are based on annual national rates and percentages. Regional and site results may actually fall outside the performance bands at the annual national levels (because the upper and lower bands have been truncated to coincide with the highest and lowest annual national rate or percentage for ease of presentation).

Forecasting Techniques for Fiscal Year End 12-13

Several forecasting techniques were examined in order to estimate values of indicators in coming years. Of all of the methods examined, the most reliable was chosen for this exercise and is used with all of the indicators. The estimates for the coming year's fiscal end (i.e., the end of FY 12-13), are averages of the past 18 months performance (i.e., the period starts at April 1, 2010 and ends September 30, 2011 for each of the indicators). Using this technique assumes the coming fiscal year will be similar to the past 18 months.

Types of Data

Two types of data have been used for the RPP:

1. Percentage – the number of individuals in a population with a given characteristic relative to the total number of individuals in a population multiplied by 100. This value can range from 0% to 100%

OR

$$\% = \left(\frac{number\ of\ individuals\ in\ a\ population\ with\ a\ characteristic}{total\ number\ of\ individuals\ in\ a\ population}\right) \text{X } 100$$

2. Rate per 100 offender person years (OPYs) – the total number of events in a given period of time divided by the total time at risk for a given population (OPY). The rate is multiplied by 100 to establish context in relation of offender populations. In this document, rate always refers to rate per 100 OPY.

OR

$$\text{Rate per 100 OPY}^{10} = \left(\frac{total\ number\ of\ events}{total\ offender\ person\ time\ at\ risk\ in\ years}\right) \text{X } 100$$

This indicator adjusts for time-at-risk which enables more meaningful comparisons of performance results across variable periods of time. Events are expressed over the

[10] Where the total offender person time is the sum of all time for which all offenders are at risk within a particular time period. The sum of the total risk days is divided by 365.25 to establish offender person years.

total number of years that offenders are 'at-risk' for the event during any given period of time.

For example an annual rate of non-natural deaths in custody of 0.35 means that if 100 offenders were followed for the period of one year we would expect 0.35 non-natural deaths. We can also multiply this rate by 10 if lower rates are present. The same example could then be expressed as "we would expect 3.5 non-natural deaths in custody, if 1000 offenders were followed for a period of one year."